

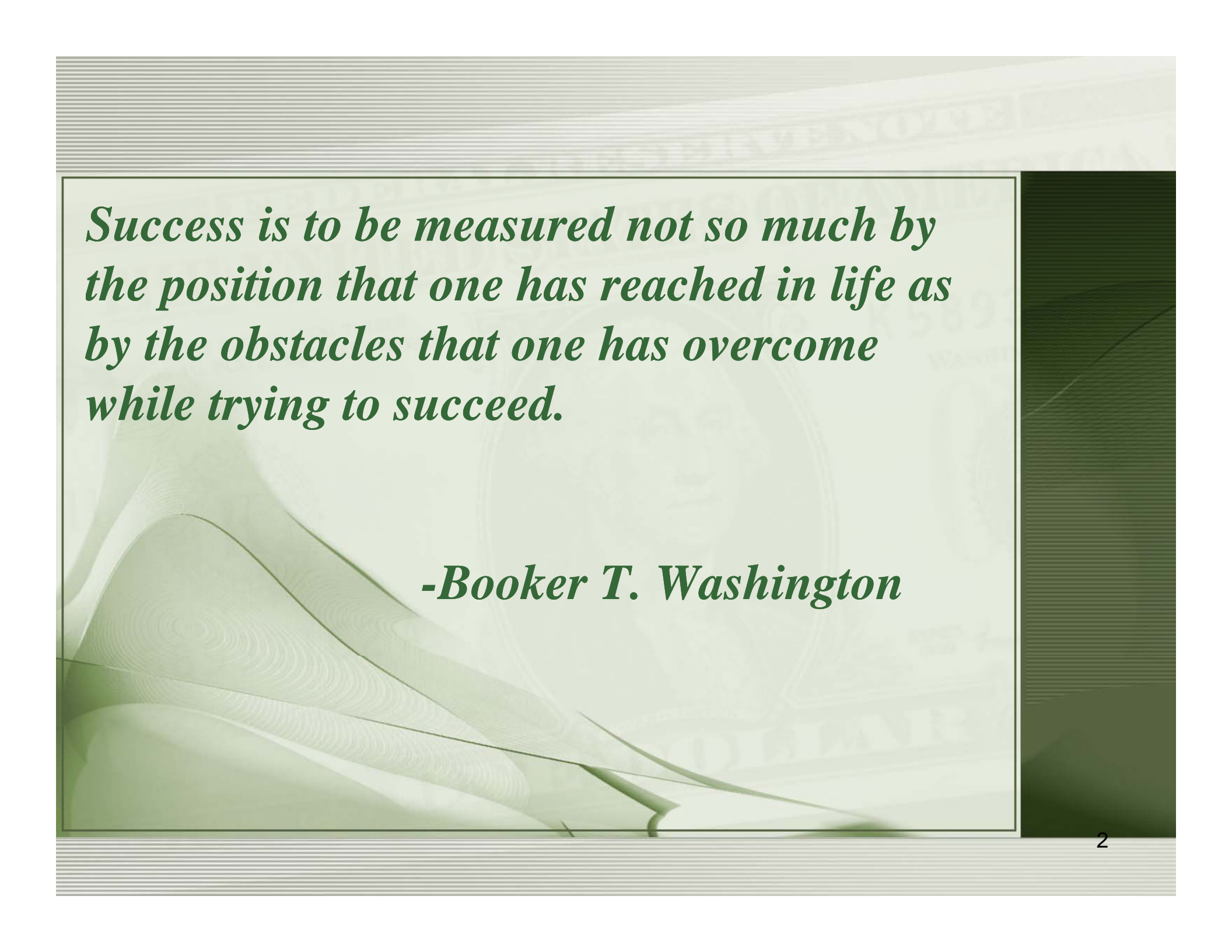


FY 12 FISCAL PLAN

COUNTY ADMINISTRATOR'S RECOMMENDATION

MARCH 15, 2011



FRANKLIN COUNTY
BOARD OF SUPERVISORS



*Success is to be measured not so much by
the position that one has reached in life as
by the obstacles that one has overcome
while trying to succeed.*

-Booker T. Washington

Theme for 2011-2012.....

 Growth + State Shift 

(Local Aid to the State)

=



County FY12 Budget -
Stabilization

FEBRUARY 7, 2011

MONDAY

50 C

Franklin County

wins its 24th consecutive district championship in wrestling and its 10th in a row in the Western Valley District Saturday at home. Inter Adams (right) Andrew Turner become four-time league champs. See story on Page 4.



Franklin County

need an overtime period to stymie Liberty Christian Academy, 68-66, in a non-district boys' varsity basketball game Friday night. Isiah Gill (24 right) scores 29 points for the Eagles. See story on Page 5.



United Way Director

Pat Koger, left, accepts a donation from Pat Marlowe. Koger is trying to raise \$140,000, the amount this year's fundraiser fell short of its \$370,000 goal. See story on Page 3.



The Franklin News-Post

Philpott Lake

Volume 106, Number 16

Rocky M

2010 Census: Franklin Co. tops growth in western Va.

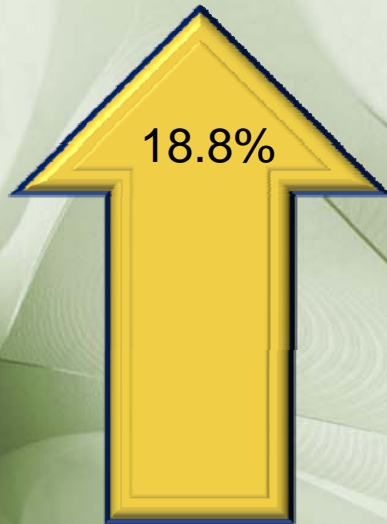
By CHARLES BOOTHE
Staff Writer

Between 2000 and 2010, Franklin County saw the largest percentage increase in population than any other county in western Virginia.

According to 2010 Census statistics released last week by the Virginia Public Access Project, the county's population increased 18.8 percent during that 10-year span, bringing the number of residents to 56,159, from just over 47,000 in 2000.

Other counties in the region, including Henry (-6.5 percent) and Patrick (-4.7 percent), lost population while Floyd (+10.1 percent), Bedford (+13.8 percent) and Roanoke (+7.7 percent) counties saw increases.

Most of the counties with the largest population increases (See Population on Page 7)



Hip-hop
heating up
for March



INSIDE
OUT



THE ROANOKE TIMES

THURSDAY MARCH 3, 2011

roanoke.com

ROANOKE, VIRGINIA 750



★ WHO WE ARE

2010 CENSUS ★

People are flocking to Franklin County



Toy sale to ease center's debt load

The last assets of the Downtown Learning Center, which abruptly closed in October, will be sold.

By Matt Chittum

matt.chittum@roanoke.com

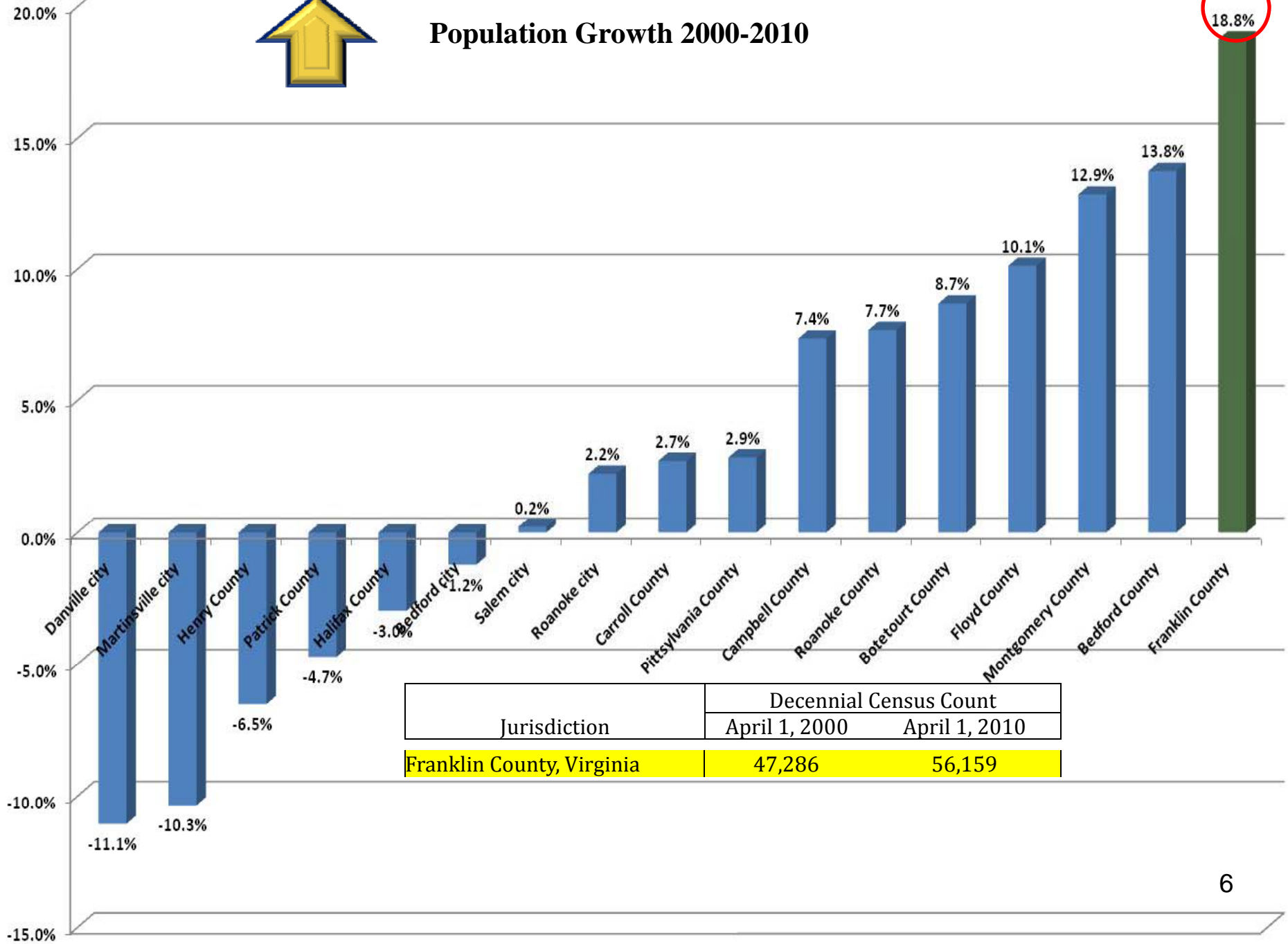
981-3331

5

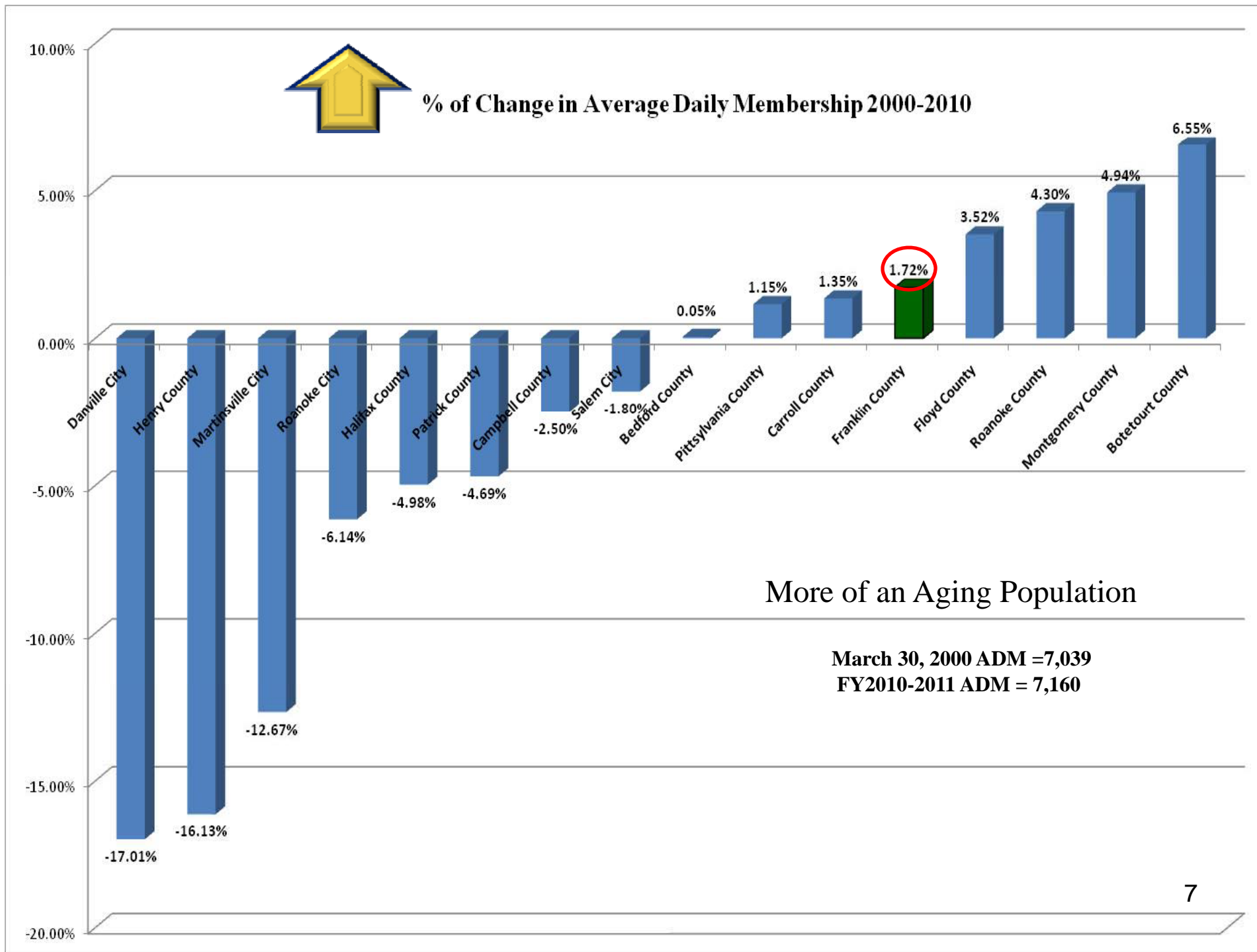
The Elmo chair must go. And the Fisher Price Play Family Farm. And the plastic cash register.



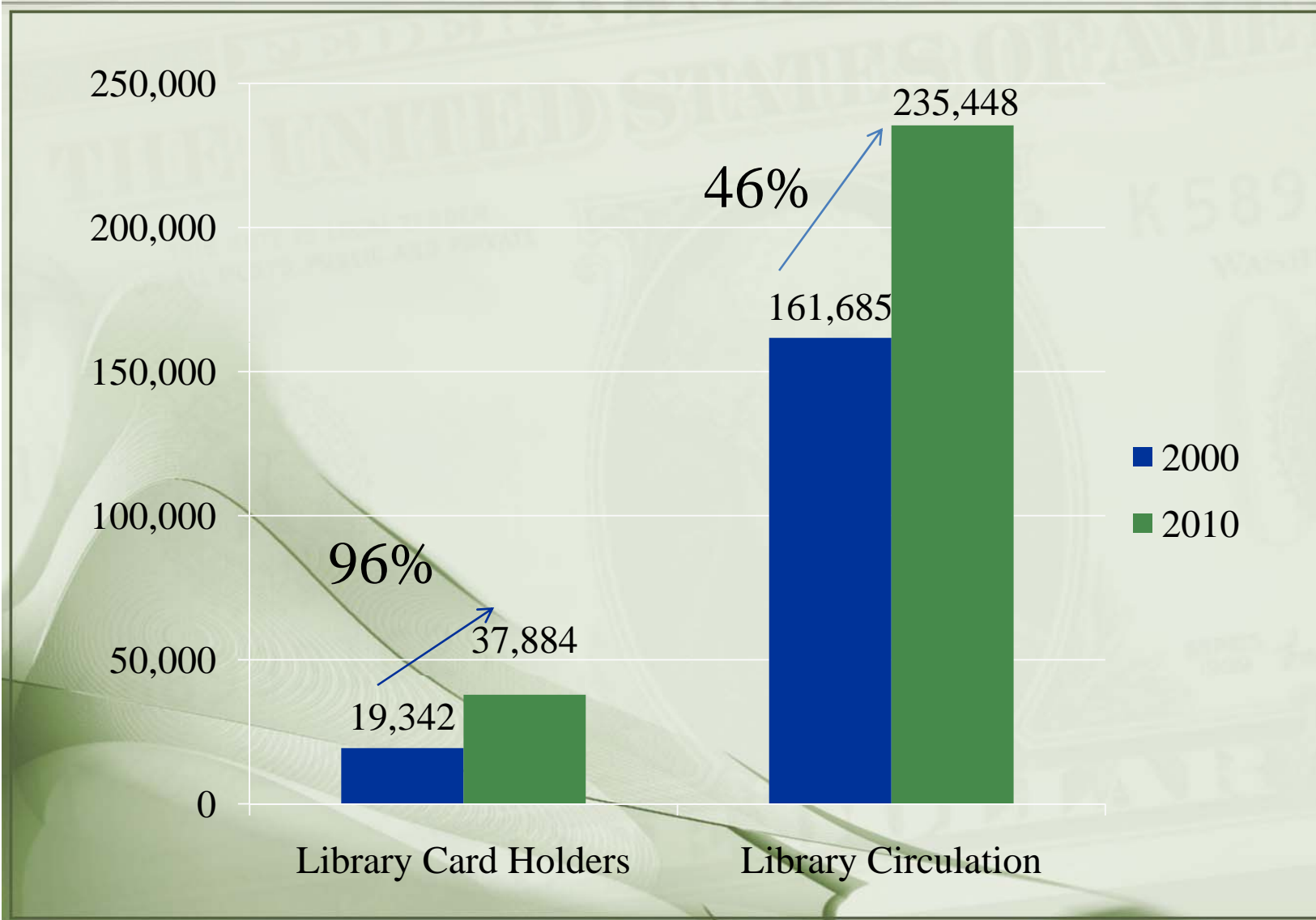
Population Growth 2000-2010



Jurisdiction	Decennial Census Count	
	April 1, 2000	April 1, 2010
Franklin County, Virginia	47,286	56,159



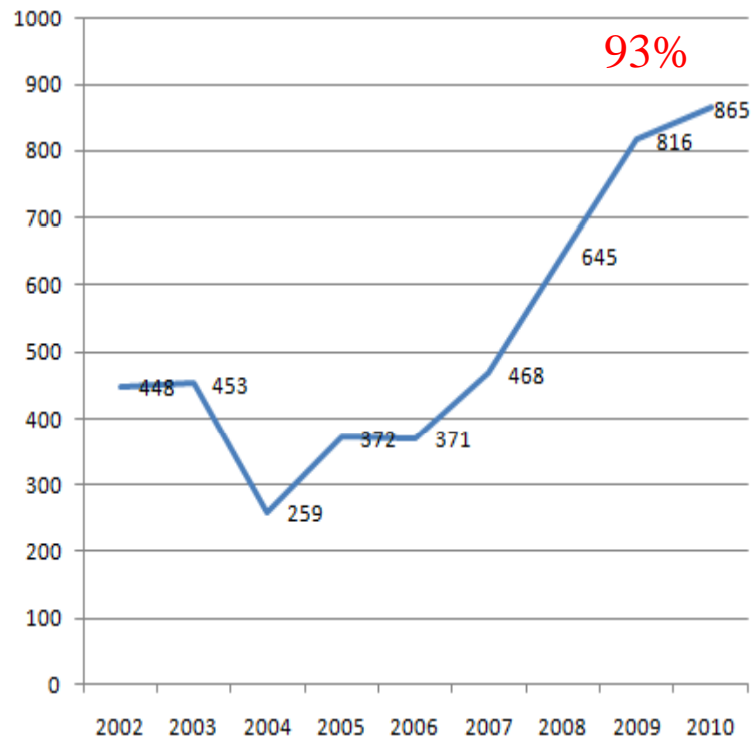
Growth in Library Services



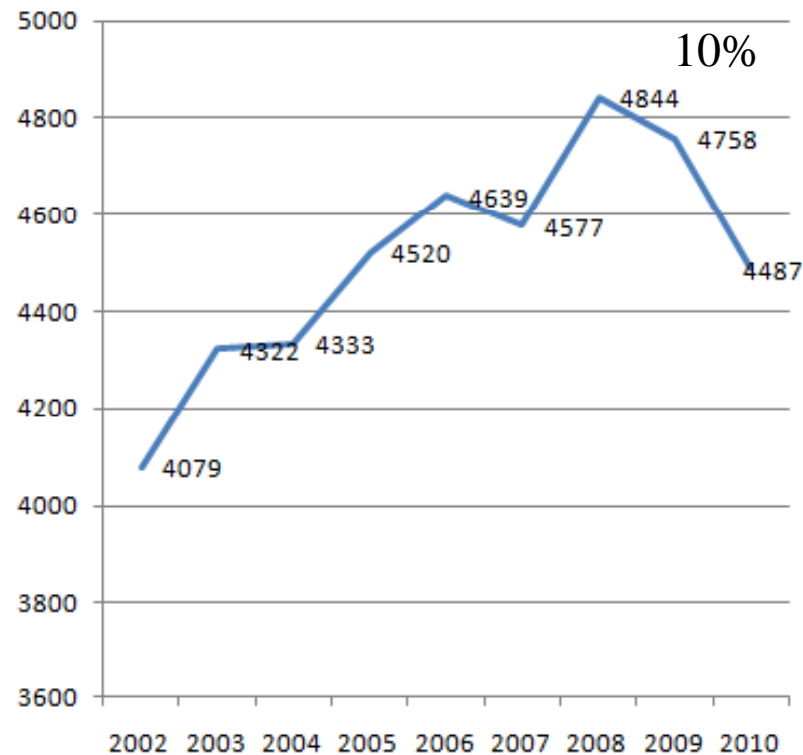
Growth in Recreation Programming



Adult Athletics



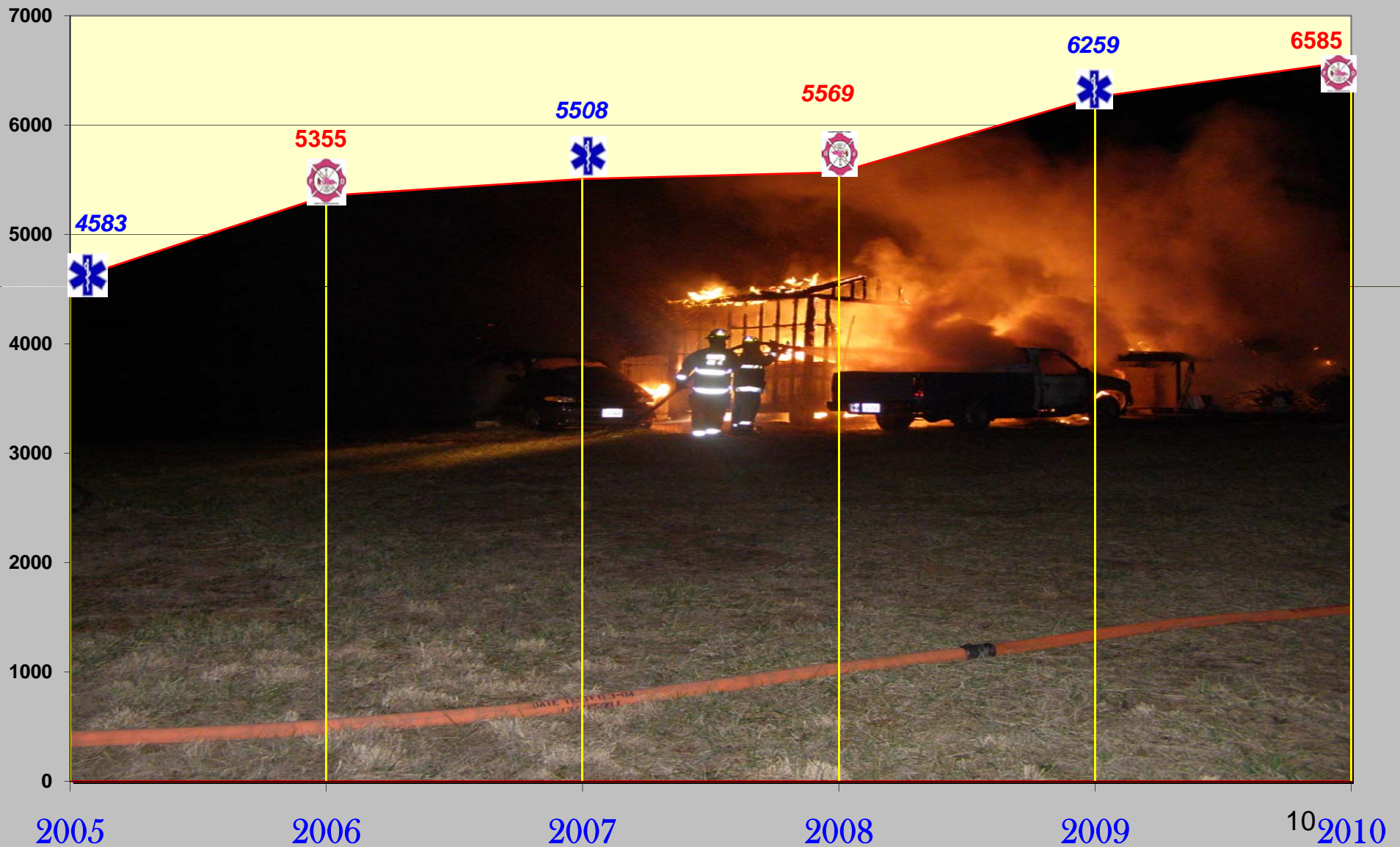
Youth Athletics





Fire - EMS calls (2005 - 2010)

44% Increase since 2005



Public Safety Milestones



- Heart Alert Program for heart attack victims - 60% of patients have contact to balloon time < 90 mins including travel, a reduction on average of 22 minutes.
- Since 2005, 1.2 minute reduction in fire response times
- Since 2005, 1.6 minute reduction in EMS response time
- Stroke alert partnership with Roanoke Memorial begun in 2009 which provides BLS and ALS staff with direct triage transport to Roanoke Memorial

Subpopulation Growth



- *The subpopulations that local governments serve tend to grow more rapidly than the overall population growth. For example, while total population grew by 18.8 percent from 2000 to 2010, various mandated expenditure programs grew at much higher rates. Total local prison inmate population grew by 65%, CSA children served grew by 196% and the number of elderly and disabled persons requiring health care related transportation grew by 83% and miles travelled delivering that service by 118%.*

Corrections



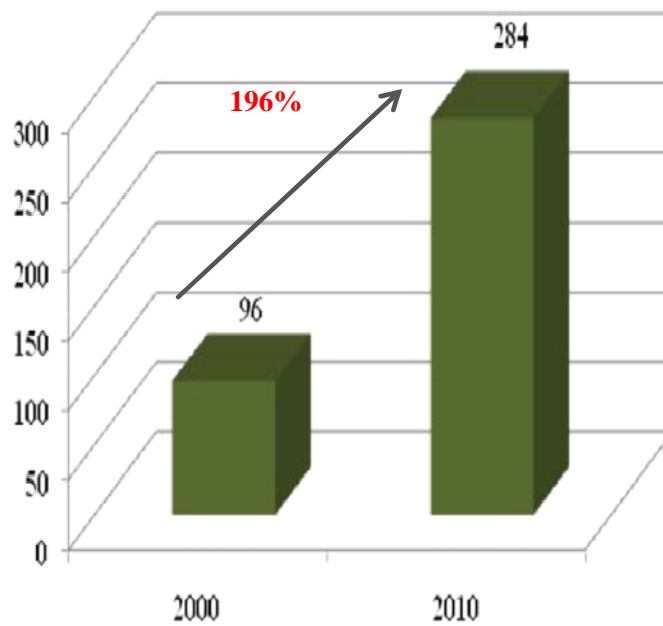
- Inmate population has grown from 100 in 2000 to 165 in 2010 (65%)
- Growth in Roanoke pushed us out of an agreement to house our prisoners for \$18/day resulting in per diem's today of \$32.19 + a capital requirement of \$793,472
- Part of the increase in the Sheriff's budget is directly attributable to the opening of the Regional Jail in 2009
- Approximately \$1.6 million additional local dollar budget required for Regional Jail

CSA

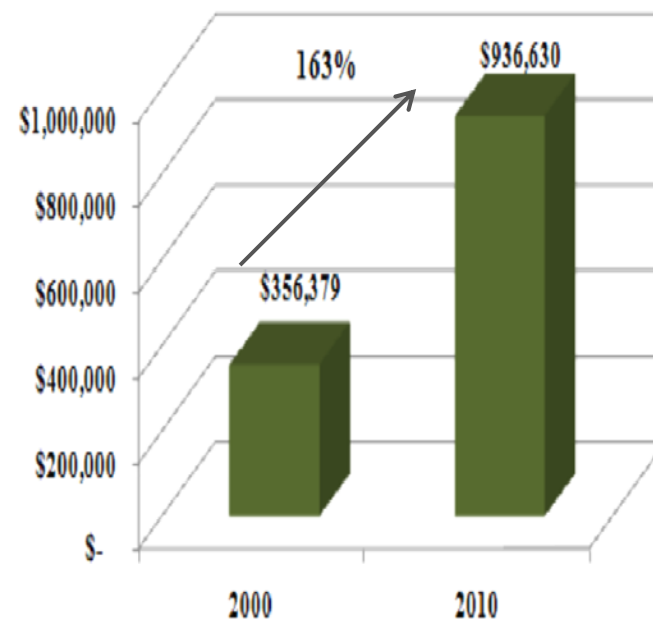


(Comprehensive Services Act)

Total Children Served



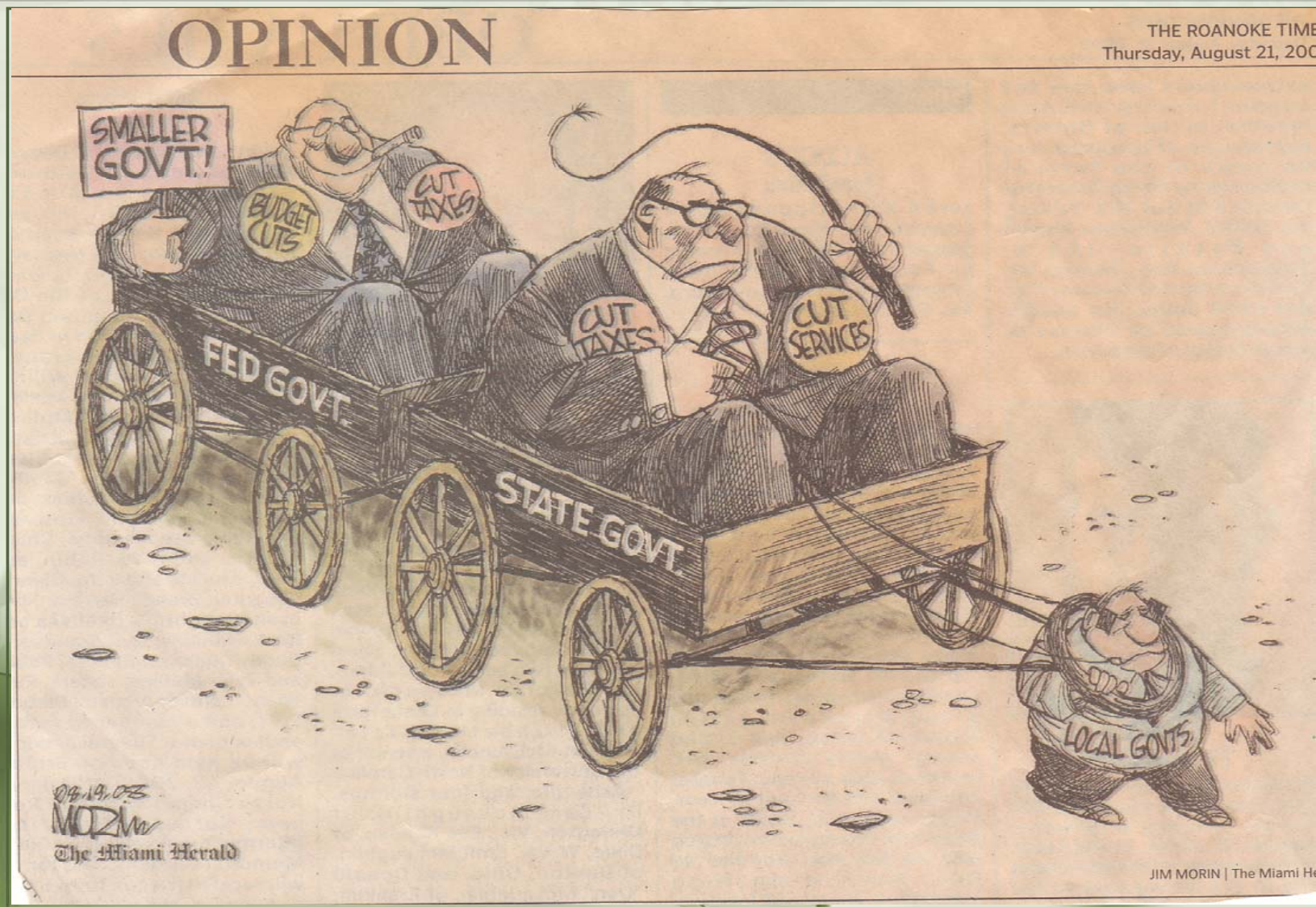
Local Cost



Social Services

- Since June, 2007,
 - Medicaid up 23% (Elderly, Disabled, and Children's Medical Care)
 - SNAP up 68% (Supplemental Nutrition Assistance Program)
 - TANF up 64% (Temporary Assistance To Needy Families)

“The Shift”



“The Shift”



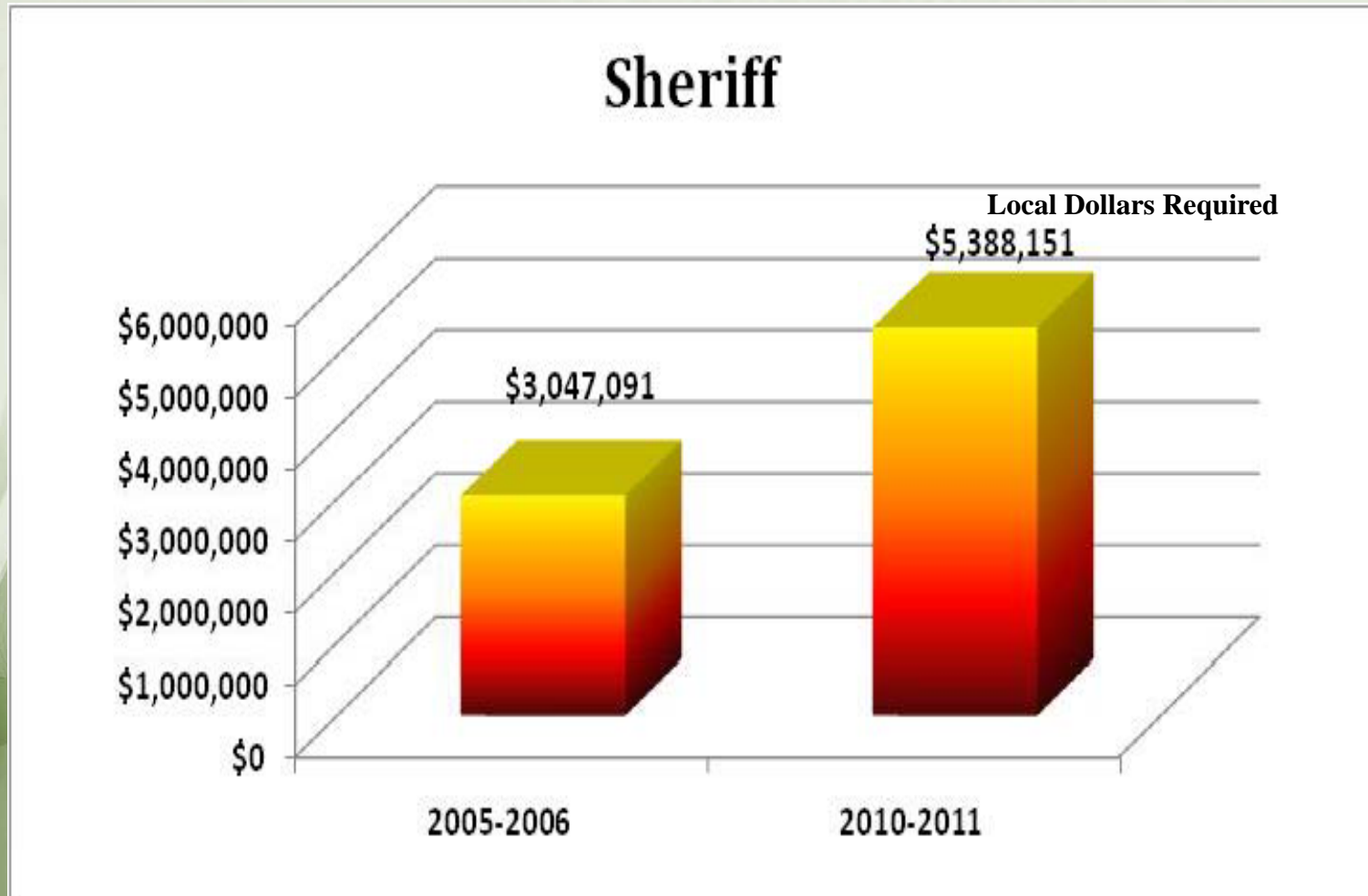
- Franklin County's Share of a \$60 million statewide return of state revenues to the Commonwealth is \$376,524.....local aid to the State

Climate of State Budget Support of Franklin County -- “The Shift”

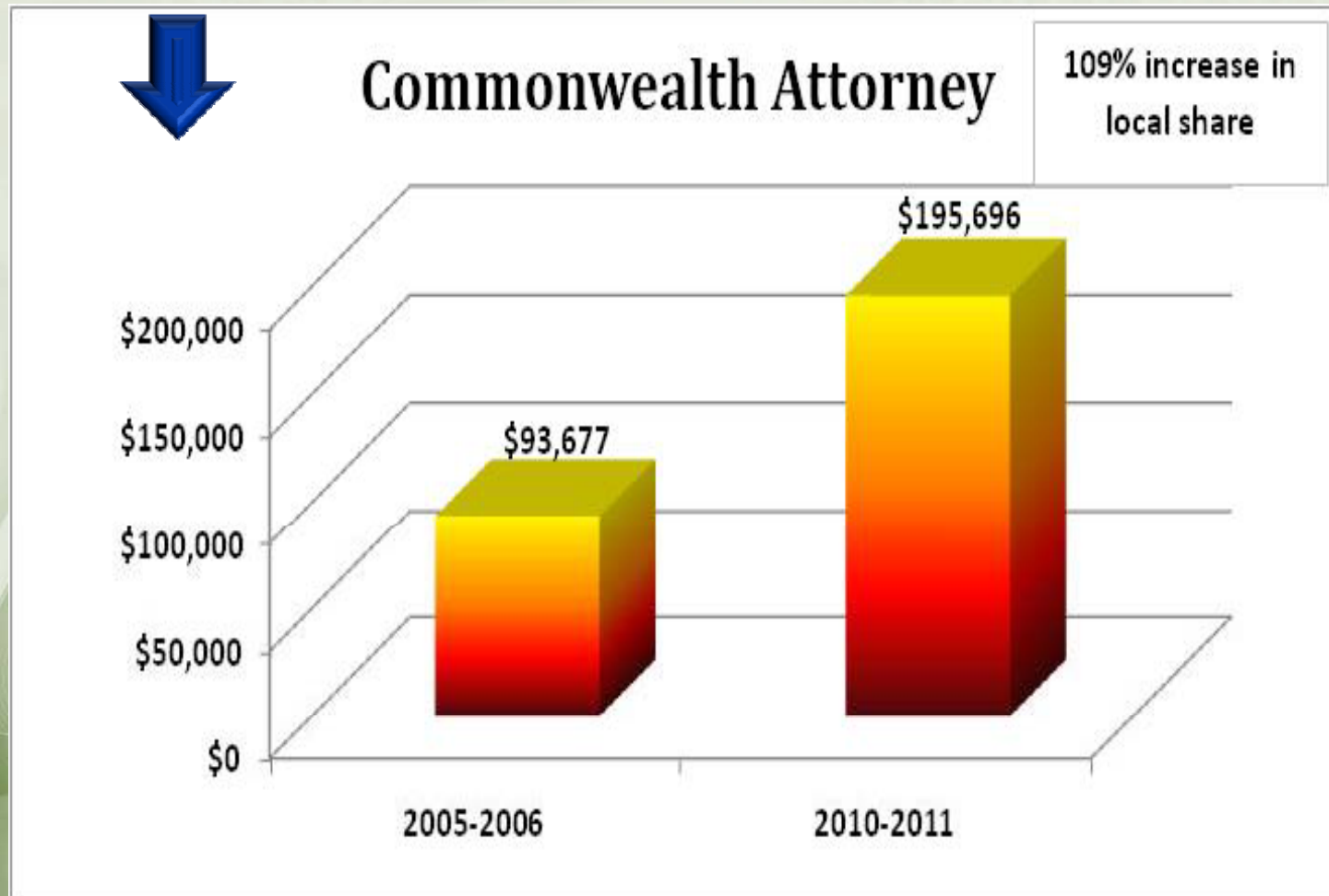


	State		Local	
	2005-2006	2010-2011	2005-2006	2010-2011
Commonwealth Attorney	80.5%	71.3%	19.5%	28.7%
Clerk of Court	60.3%	51.6%	39.7%	48.4%
Sheriff	49.3%	36.7%	50.7%	63.3%
Treasurer	38.3%	27.6%	61.7%	72.4%
Commissioner of Revenue	35.6%	27.1%	64.4%	72.9%

The “Shift” - Sheriff



The “Shift” – Commonwealth Attorney



The “Shift” Landfill

State Mandated Expenditures are beyond our control

- DEQ (2011) Proposed Stream Mitigation - \$1,000,000
- DEQ (2009) Pump & Treat System Construction - \$354,782
- DEQ (2008) Extraction & monitoring wells for pump & treat - \$188,110
- DEQ (2008) Installation of gas extraction & monitoring wells - \$161,177
- DEQ (2010) Landfill Gas Collection Trenching System - \$129,000
- DEQ (2010) Gas Extraction Vacuum Unit - \$12,649

The “Shift” CSA - LIFE’s Academy

	Cost Per Day	Annual X 180 Days	Annual X 20 Students	Local	State	Total
<i>Lifes Per FY11 Contract 7/1/10 (C.S.A)</i>	73.05	13,149.15	262,983.00	74,424.19	188,558.81	262,983.00
LIFE'S Contract FY11 to F.C.P.S.	100.77	18,138.60	362,772.00	262,972.00	99,800.00	362,772.00
Minnick Education Center - Roanoke, LLC (C.S.A.)	162.00	29,160.00	583,200.00	165,045.60	418,154.40	583,200.00
RIVERMONT SCHOOL-ROANOKE VALLEY (C.S.A.)	164.00	29,520.00	590,400.00	167,083.20	423,316.80	590,400.00
LIFE'S FY12 (Licensed C.S.A.)	153.00	27,540.00	550,800.00	155,876.40	394,923.60	550,800.00

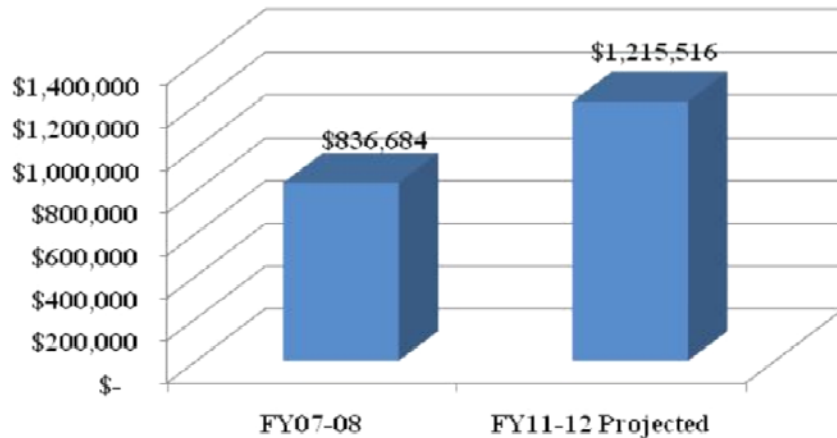
\$81,452
increase



The “Shift” - Social Services



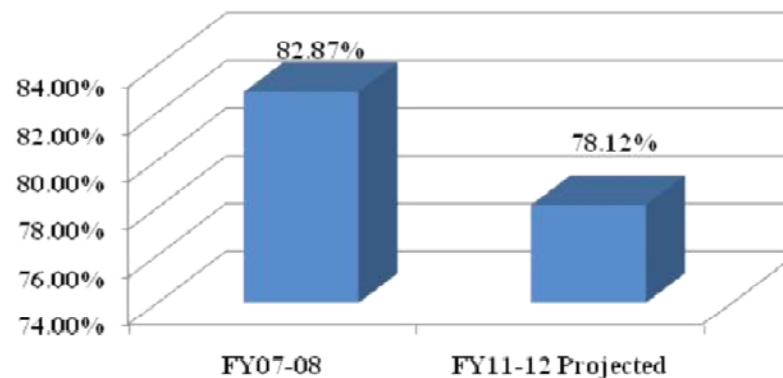
Local Funding - 45% increase



For FY 11-12, if state share remained at FY 07-08 levels, our local obligation would drop by \$263,909 making for only a 13% increase since FY 07-08.

As it stands, Franklin County's local share of Social Services Increases by \$86,849 in FY11-12 with only a 1% increase in expenditures.

State Share of DSS Budget - 4.75% Decrease in Total Budget Share



The “Shift” – Schools



If the County Does Nothing to Assist Schools*

Fiscal Year	State Funds	Local Funds	Total State & Local	Difference
2008-09	42,416,516	26,664,153	69,080,669	
2009-10	40,918,853	25,798,013	66,716,866	(2,363,803)
2010-11	34,809,638	25,204,013	60,013,651	(6,703,215)
				(9,067,018)

Adopted Budget By Board of Supervisors (April 27, 2010)*

Fiscal Year	State Funds	Local Funds	Total State & Local	Difference
2008-09	42,416,516	26,664,153	69,080,669	
2009-10	40,918,853	25,798,013	66,716,866	(2,363,803)
2010-11	34,809,638	27,629,908	62,439,546	(4,277,320)
				(6,641,123)

*Operations Only

Fy11 State & Local	62,439,546
Debt Service Transfer to Schools	2,927,997
Local School Revenue	3,476,122
Federal Funds	8,128,770
Canneries Transfer	32,986
	\$ 77,005,421

Major Issues for FY12

- **State Mandates/Funding Shifts**



- Line of Duty Act premium for death benefit previously paid by state
 - \$30,000 Public Safety
 - \$30,000 Sheriff's Department
- Comprehensive Services Act (CSA)
 - Cost Shift to locality-
 - Dept Of Education Ruling on LIFE's Academy -\$81,452
- Reduction in State Reimbursement of Sheriff's Department
- Reduction in State Reimbursement of all other Constitutional Officers
- Continued Cuts to Social Services Department in the Face of Significant Increases in Persons Needing Assistance
- No Flexibility Given to the Localities to Change Employer Contribution to Retirement System for Existing Employees

Other Challenges for FY12

- **Registrar/Electoral Board - \$**
 - Likelihood of 4 elections to pay for in FY11-12 (+\$30,000)
 - August 23, 2011 Primary
 - November 8, 2011 General Election
 - February 14, 2012 Presidential Primary
 - June 12, 2012 Primary for House of Representatives (if needed)
- **Energy & Other Inflationary Costs**
 - Fuel
 - Electricity
 - Food
- **Subpopulation Growth Demand**
 - Social Services, CSA
 - Public Safety
 - Parks & Recreation, Library



Revenues



- Increase the collection ratio from 95% to 95.5% for current year real estate collections, still down from 97% a few years ago
- Increase personal property tax current year collections from 94% to 95%, still down from 97% a few years ago
- Sales Tax expected to increase by a modest 4%
- Most other revenues relatively flat except state revenues which continue to decline on County side, slight increase on School side

Proposed FY 2011-2012 County Revenues



45.00%
County-
Gen.
Property &
Other Local
Taxes

12.44%
State -
Funds
County

2.74%
Local
School
Funds

29.13%
State
School
Funds

7.08%
Federal
School
Funds

3.63%
Other County
Funds / Federal
County

Schools

**Franklin County
Summary of School Carryover Requests
As of February 24, 2011**

<u>Date</u>	<u>Request</u>	<u>Amount</u>	<u>Status</u>
May 11, 2010 08-09 carryover	Seven Roanoke Valley Governor's School Student Slots	28,700	Appears to be approximately 50% spent at this point
	BFMS Athletics	7,686	Appears to be approximately 75% spent at this point
	Culinary Arts Program	27,190	Appears to be approximately 50% spent at this point
	Cosmetology Program	21,546	Appears to be approximately 43% spent at this point
	Mechatronics Program	11,264	Appears to be approximately 50% spent at this point
		96,386	
May 17, 2010	Nine Replacement 71 Passenger School Buses	678,690	Entire amount was spent last August
June 8, 2010	CEED Project	385,494	Project complete - all funds spent
Total local was \$295,388 left over from Windy Gap Elem.			
June 8, 2010 09-10 carryover in operating funds	Energy Fund (Electricity, Transportation Fuel, Heating Fuel)	418,128	Not spent at this point
	Land Purchase	50,000	Not spent at this point
	Enclose Rear Lot at FCHS West Campus	148,898	Project complete - all funds spent
	Boones Mill Elementary Water Line	22,010	Appears to be not spent
	Burnt Chimney Elementary Water Storage Tank	14,960	Spent
		653,996	
August 31, 2010 09-10 carryover	Federal and State Grants	1,792,900	Being spent throughout the fiscal year
November 9, 2010 09-10 carryover	Credit Recovery Program for FCHS Students	31,219	Being spent throughout the fiscal year
	Purchase of Grade 3 Reading Textbooks	36,564	Appears to be spent at this point
	Purchase of K-8 Mathematics Textbooks	858,779	Not spent
	Shuttle Bus Run for Governor's School, VWCC, and Cosmetology Programs	21,000	Being spent throughout the fiscal year
	Contingency Reserve Fund	546,705	Being held by the County
		1,494,267	

Schools

- **Buses-**

- Currently, \$160,000 recurring for bus purchases
- Anticipated cost per bus is \$86,000
- Request is for 10 buses plus 4 specialty buses (\$69,825 ea.)
- Total Funding Requested is \$1,187,550

<u>Bus #</u>	<u>Model</u>	<u>Mileage</u>	<u>Usage</u>
123	1990	257,746	Building Trades
132	1990	295,698	Building Trades
12	1991	196,192	Building Trades
133	1991	287,841	Building Trades
18	1991	226,606	Spare
21	1991	254,971	Spare
26	1991	257,071	Spare
29	1991	327,518	Spare
33	1991	286,664	Spare
91	1991	186,687	Spare

Schools

- Recommend **Level Local Funding** minus the \$71,000 debt service payment that will not be needed next year and hold that sum in a separate account for future debt needs

Schools - Operations	\$ 27,629,908
Schools - Debt Service	\$ 2,856,997
Schools - Canneries	\$ 32,986

- Recommend a total of \$340,000 recurring dollars be set aside for bus replacements plus the \$546,705 from 09-10 carryover
- Recommend \$880,000 be set aside for School CIP Needs

Budget Highlights



- Total Budget is a Maintenance of Effort
- Overall Budget Increases 1.03% in spite of rising fuel costs, additional population, electricity costs, and state cuts to core services
- Move vacant Public Works Position to Landfill
- Relinquish Armory (saves \$26,875 net)
- Level Funding For CIP
- No new positions recommended other than reserve for future decision on Social Services staffing levels

Budget Highlights



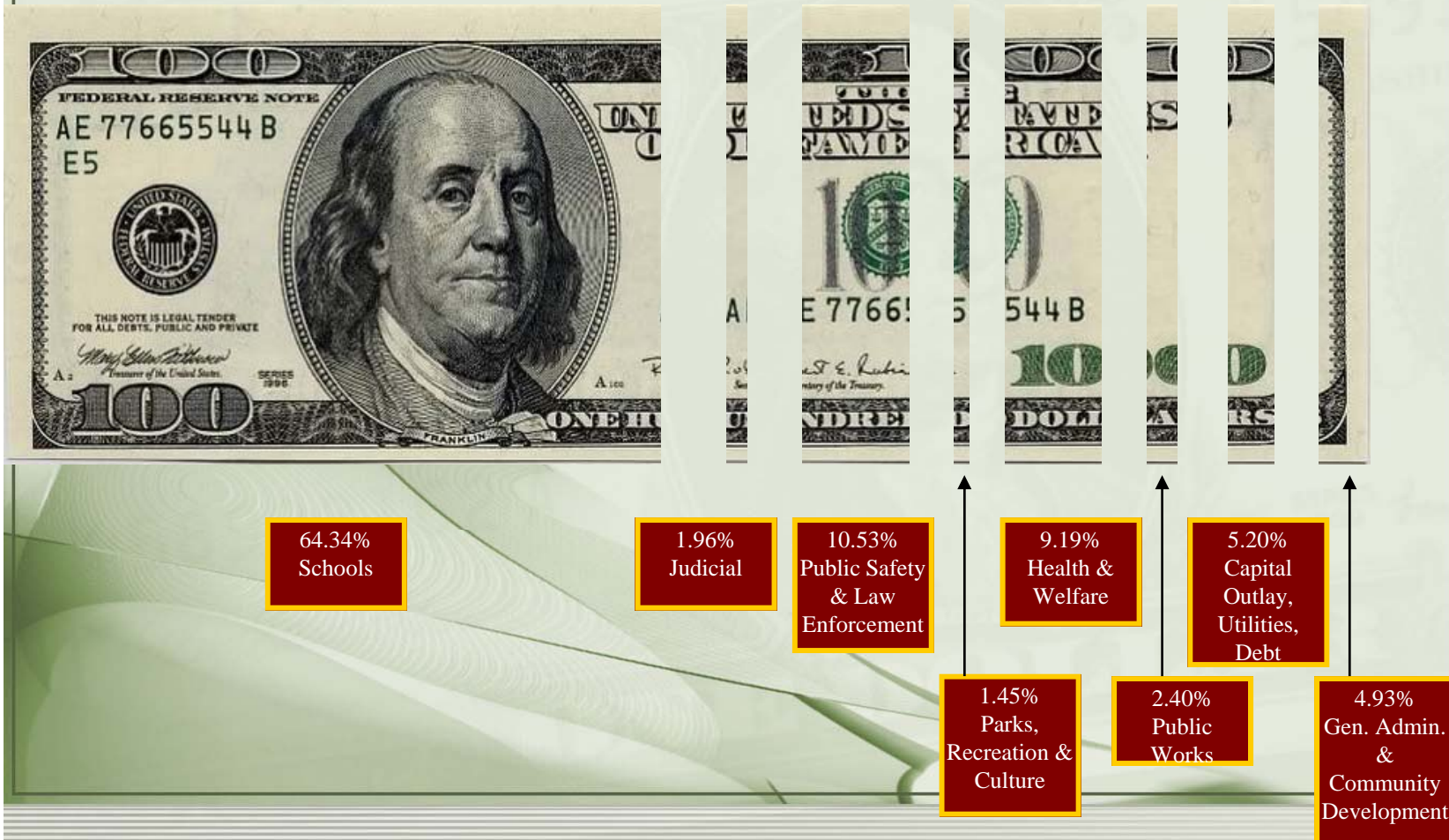
- \$100,000 caseload and staffing reserve for Social Services
- \$100,000 for a fuel reserve to cushion against fuel/utility spikes
- \$117,601 addition to the Board's contingency to serve as a revenue stabilization fund.
- Continuance of Interest Amnesty Program for Taxpayers who are late paying their taxes - \$47,800

Compensation



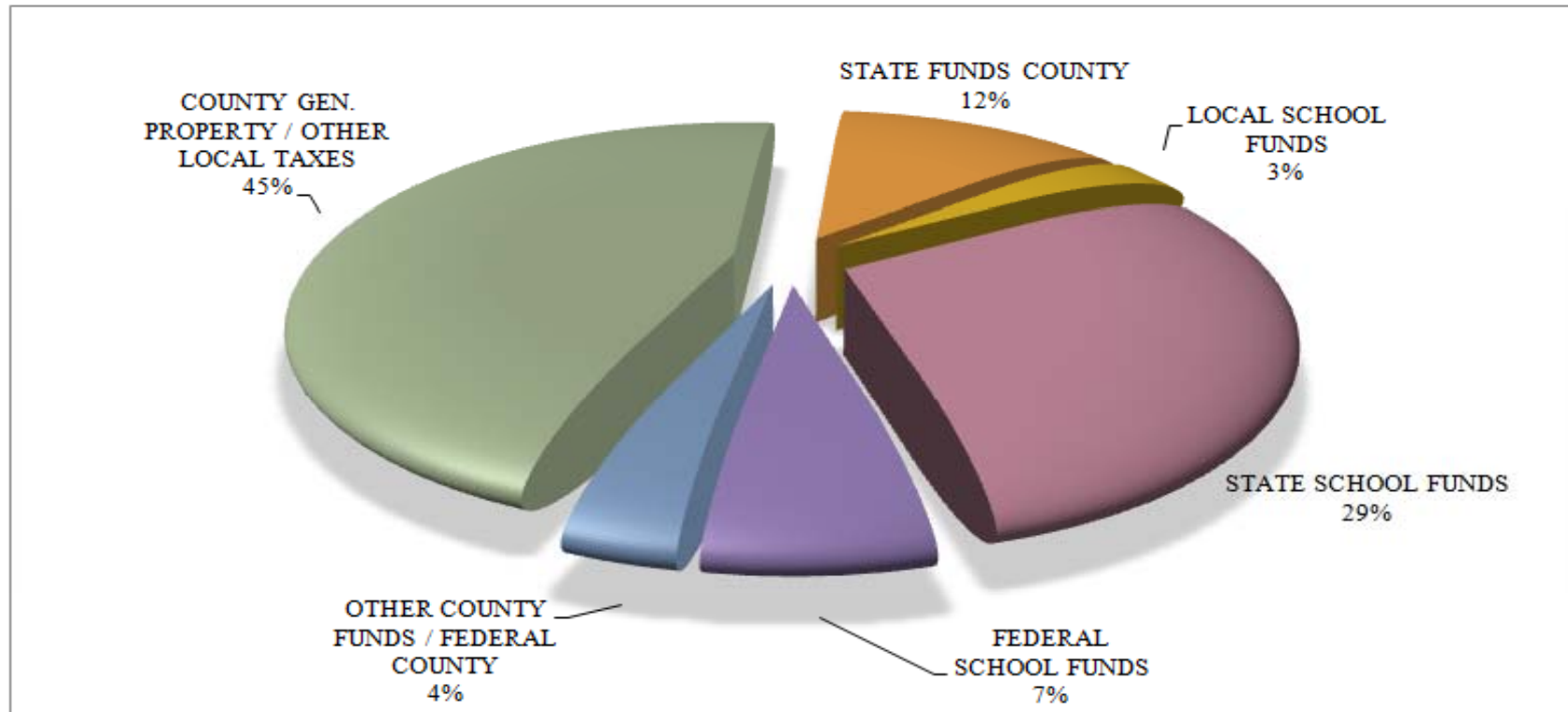
- School and County employees received a raise last in July, 2008
- Since that time, both organizations have reduced staff while picking up additional workload
- Recommendation is to provide a Cost of Living Payment that is made on a one time basis in recognition of increasing costs and increasing workload in the amount of \$600 per full time employee and \$300 per part time employee working more than 20 hours/week and \$150 per part time employee who consistently works more than 10 hours per week
- Total Cost to be Covered by Each Respective Board from Expected Carryover:
 - Schools -\$819,492
 - General Government- \$207,980

Proposed FY 2011-2012 County Expenditures



PROPOSED 2011-2012 COUNTY REVENUES

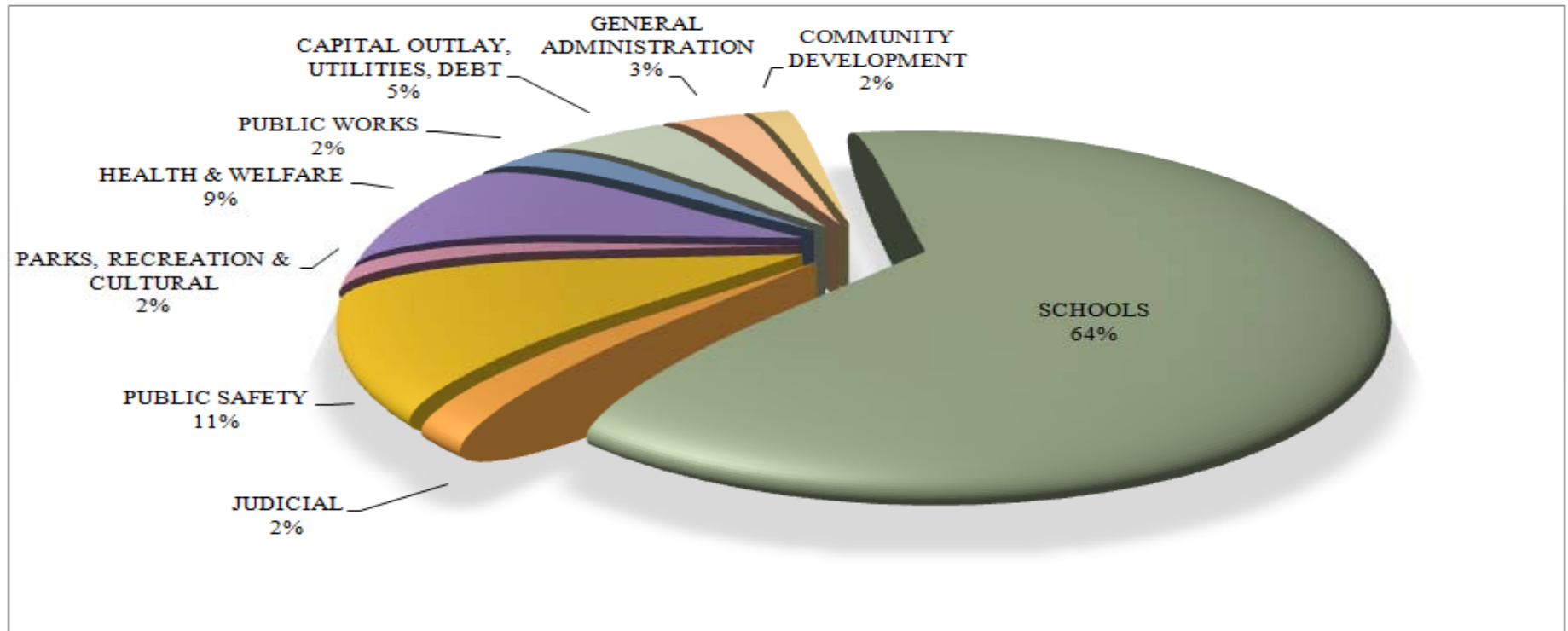
(Net of Interfund Transfers)



	FY 2010-11 ADOPTED	FY 2011-12 PROPOSED	<u>FY 2010-2011 / FY</u> <u>DIFFERENCE</u> %		PERCENT OF TOTAL
COUNTY GEN. PROPERTY / OTHER LOCAL TAXES	53,422,219	54,094,825	672,606	1.26%	45.00%
STATE FUNDS COUNTY	15,123,041	14,951,556	-171,485	-1.13%	12.44%
LOCAL SCHOOL FUNDS	3,456,711	3,291,196	-165,515	-4.79%	2.74%
STATE SCHOOL FUNDS	34,809,638	35,015,526	205,888	0.59%	29.13%
FEDERAL SCHOOL FUNDS	8,128,770	8,507,860	379,090	4.66%	7.08%
OTHER COUNTY FUNDS / FEDERAL COUNTY	4,053,647	4,361,573	307,926	7.60%	3.63%
TOTALS	118,994,026	120,222,536	1,228,510	1.03%	100.00%

PROPOSED 2011-2012 COUNTY EXPENDITURES

(Net of Interfund Transfers)

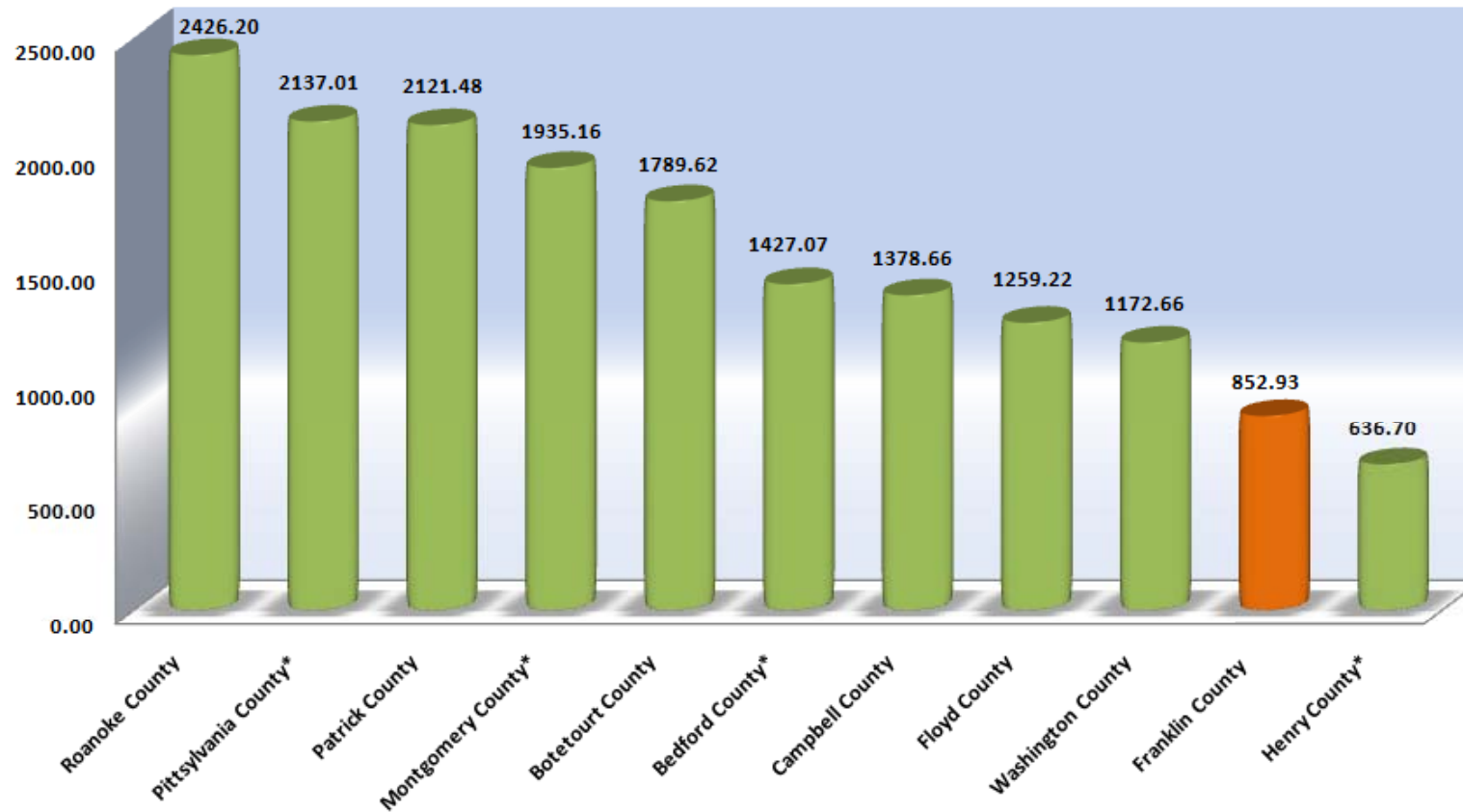


	FY 2010-2011 ADOPTED	FY 2011-2012 PROPOSED	FY 2010-2011/2011-2012 DIFFERENCE %		PERCENT OF TOTAL
SCHOOLS	77,005,421	77,352,227	346,806	0.45%	64.34%
JUDICIAL	2,382,048	2,353,572	-28,476	-1.20%	1.96%
PUBLIC SAFETY	12,580,608	12,658,387	77,779	0.62%	10.53%
PARKS, RECREATION & CULTURAL	1,754,963	1,748,458	-6,505	-0.37%	1.45%
HEALTH & WELFARE	11,089,719	11,044,533	-45,186	-0.41%	9.19%
PUBLIC WORKS	2,897,918	2,881,860	-16,058	-0.55%	2.40%
CAPITAL OUTLAY, UTILITIES, DEBT	5,473,461	6,251,933	778,472	14.22%	5.20%
GENERAL ADMINISTRATION	3,747,263	3,838,028	90,765	2.42%	3.19%
COMMUNITY DEVELOPMENT	2,062,625	2,093,538	30,913	1.50%	1.74%
TOTALS	118,994,026	120,222,536	1,228,510	1.03%	100.00%

Low Debt Posture in Tough Times



**Per Capita Statistics
Surrounding Localities & Selected Others
June 30, 2010**



* Does not include Public Service Authority Debt

Source: 2009-2010 Comparative Cost Report - APA

Sheriff's County Inmate Work Force Benefit for 2010-2011

ASSIGNED INMATE WORK TASKS	NUMBER OF INMATES	DAILY INMATE WORK HOURS	DAYS WORKED PER WEEK	TOTAL YEARLY INMATE TASKS HOURS	TOTAL YEAR LABOR VALUE \$7.25/HOUR
Car Wash	1	12	7	4,368	\$31,668.00
General Custodial/Night	4	4	6	4,992	\$36,192.00
General Custodial/Day & Night	3	12	7	13,104	\$95,004.00
County Complex & Properties/Multiple Labor Tasks	1	12	7	4,368	\$31,668.00
Landfill	2	8	5	4,160	\$30,160.00
Dog Pound	2	10, 8(Sat-Sun)	7	6,864	\$49,764.00
County Inmate Utility Truck Operator	1	16	7	5,824	\$42,224.00
Recreation Department	2	8	5	4,160	\$30,160.00
Senior Citizen Building	1	10	5	2,600	\$18,850.00
Franklin Memorial Park Cemetery	2	10	6	6,240	\$45,240.00
General Labor Work Force Off Site (Supervised)	5	8	4	8,320	\$60,320.00
General Labor Work Force for County Properties	2	16	7	11,648	\$84,448.00
Kitchen & Meal Preparation	6	8	5	12,480	\$90,480.00
Jail Laundry	2	16	7	11,648	\$84,448.00
Habitat Warehouse	1	7(Weekend)	1	364	\$2,639.00
TOTALS	35	331 (Average)		101,140	\$733,265.00
Weekenders (Average)	4	8	2	3,328	\$24,128.00

DAVENPORT & COMPANY LLC

Est. 1863 • Member: NYSE • SIPC

Davenport Public Finance

Phone: 804-697-2900
Toll Free: 800-846-6666
Fax: 804-697-2910

One James Center
901 East Cary Street
Richmond, Virginia 23219-4037

MEMORANDUM

To: Mr. Richard E. Huff, II, County Administrator, Franklin County
Mr. Christopher L. Whitlow, Assistant County Administrator, Franklin County
Mr. Vincent K. Copenhagen CPA, Director of Finance, Franklin County

From: David P. Rose - Davenport & Company LLC
Kyle A. Laux - Davenport & Company LLC

Re: Standard & Poor's, Inc. Upgrades Franklin County's Bond Rating to the "AA" Range

Date: March 14, 2011

Last week, Standard & Poor's, Inc. of New York, upgraded Franklin County's Credit Rating from the "A" range to the "AA" range. Standard & Poor's is one of the major National Credit Rating Agencies that rates Franklin County. More specifically, the County's Credit Rating was upgraded from "A+" to "AA-". This upgrade, in addition to the County's existing "AA" range Credit Rating from Moody's Investors Service, the other National Credit Rating Agency, places Franklin County solidly in the "AA" range. The positive upgrade from Standard & Poor's is in contrast to the national trend wherein the National Credit Rating agencies are downgrading State and Local Governments at a historically high rate.

This national trend of downgrades and negative headlines has contributed to increased borrowing costs for State and Local Governments and made the additional cost of borrowing for lower rated entities greater. As such, Franklin County's upgrade to the "AA" range will be financially significant. According to David P. Rose, Senior Vice President and Manager of Public Finance at Davenport & Company LLC, the County's Financial Advisor, Standard & Poor's made several specific comments on why they upgraded the County. They include, but are not limited to:

- A history of positive financial results;
- Strong and well imbedded management practices;
- Solid fund balance levels; and,
- A moderate / limited debt burden.

Mr. Rose's partner in working with Franklin County, Kyle A. Laux, Vice President, noted that the National Credit Rating Agencies look at a variety of factors when determining what a Local Government's Credit Rating will be. They are:

- Local Economy / Demographics;
- Financial Management / Results;
- Debt Burden; and,
- Management Practices.

As noted in Standard & Poor's criteria for the upgrade from long-time Standard & Poor's analyst Danielle Leonardis, the County has exhibited a positive trend in all of these areas.

The importance of a Credit Rating in the "AA" range is financially significant for Franklin County. According to Mr. Rose, "the impact in terms of decreased borrowing costs for the County is approximately 50 basis points (i.e. one half of one percent). Over time this will save the County millions of dollars on new borrowings that become necessary. Also, the ability to refinance the County's existing debt portfolio for interest rate savings, a practice that we at Davenport monitor closely for the County, will be further enhanced with this Credit Rating Upgrade."

County Efficiencies



- Aa2 Bond Rating from



Moody's Investors Service

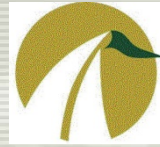
- AA- Recent Bond Rating upgrade



- *They cited our strong financial position through the trying times the nation has experienced, our maintenance of existing services and our reductions of non-essential activities as the reasons for the upgrade*

- GFOA award for Financial Statements every year since FY99-00
- GFOA award for budget document every year beginning July 1, 2002

A Look Ahead



- **FY11-12** Reassessment Notices Go Out October, 2011,
Effective January, 2012
 - » Title I Stimulus is Eliminated
\$511,277
 - » Title VI-B Stimulus is Eliminated
\$928,908

- **FY12-13** Tax Rate Set in April, 2012, to be Collected at
Adjusted Rate in December, 2012 Due to Reassessment
 - » Loss of Virginia Federal Stimulus
Dollars \$1,615,903
 - » Loss of Supplemental Support for
School Operating Costs \$539,327
 - » Governor Presents New Biennium
Budget

Summary

- **Tax Rates to Remain Unchanged**

Real Estate	\$0.48 per \$100 assessed valuation
Personal Property	\$2.04 per \$100 assessed valuation
Personal Property: Heavy Equipment	\$1.89 per \$100 assessed valuation
Machinery & Tools	\$0.60/\$0.27 per \$100 assessed valuation
Merchants Capital	\$1.08 per \$100 assessed valuation

- **Stabilizing After Several Years of Cuts and Reductions in Staffing and Programs**
- **Capital Remains Level**
- **Staff's recommendation for the County's fiscal plan for the FY11-12 Budget totals \$120,222,536. This total represents a 1% increase over the current year adopted budget of \$118,994,026.**

March 2011

February 2011							April 2011						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4	5					1	2
6	7	8	9	10	11	12	13	4	5	6	7	8	9
13	14	15	16	17	18	19	20	10	11	12	13	14	15
20	21	22	23	24	25	26	27	17	18	19	20	21	22
27	28							24	25	26	27	28	29

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	1	2	3	4	5
6	7	<p>◆ 7:30PM - 9:00PM School Board Budget Public Hearing (BFMS - East Auditorium)</p> <p>8</p>	9	10	11	12
13	<p>◆ 6:00PM - 9:00PM Adoption of School Budget by School Board to transmit to BOS (School Board Meeting)</p> <p>14</p>	<p>◆ 1:30PM - 5:00PM Board of Supervisors Meeting</p> <p>◆ 6:00PM - 7:00PM Public Hearings</p> <p>◆ 7:00PM - 9:00PM BOS to Receive School Budget (BOS Room-Gov't Center)</p> <p>◆ 7:30PM - 9:00PM County Administrator to present Proposed Budget to BOS (BOS Room-Gov't Center)</p> <p>15</p>	16	17	18	19
20	21	<p>◆ 6:00PM - 9:00PM Budget Work Session (B75 Training Room-Gov't Center)</p> <p>22</p>	23	<p>◆ 6:00PM - 9:00PM Budget Worksession (B75 Training Room-Gov't Center)</p> <p>24</p>	25	26
27	28	<p>◆ 6:00PM - 9:00PM BOS / School Board Work Session (School Board Office Lower Level Board Room)</p> <p>29</p>	30	<p>◆ 6:00PM - 9:00PM BOS Budget Work Session (B75 Training Room-Gov't Center)</p> <p>31</p>	1	2

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April 2011

March 2011							May 2011						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4	1	2	3	4	5	6	7
6	7	8	9	10	11	12	8	9	10	11	12	13	14
13	14	15	16	17	18	19	15	16	17	18	19	20	21
20	21	22	23	24	25	26	22	23	24	25	26	27	28
27	28	29	30	31			29	30	31				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	♦ 6:00PM - 9:00PM BOS / School Board Work Session (School Board Office Lower Level Board Room) 29	30	♦ 6:00PM - 9:00PM BOS Budget Work Session (B75 Training Room-Gov't Center) 31	1	2
3	♦ 6:00PM - 9:00PM BOS Budget Work Session (if needed) (B75 Training Room-Gov't Center) 4	5	BUDGET & TAX LEVY AD 6	7	8	9
10	11	12	BUDGET & TAX LEVY AD 13	14	15	16
17	18	♦ 1:30PM - 5:30PM BOS Meeting ♦ 7:00PM - 9:00PM BOS Public Hearing (BFMS - East Auditorium) 19	20	21	22	23
24	25	♦ 6:00PM - 9:00PM Adoption of County Budget (Gov. Center BOS Meeting Room) 26	27	28	29	30 45

**Many Thanks to the All County Staff for
Their Hard Work in Both Preparing Now
and Executing This Budget Later in
Difficult Fiscal Times!**

